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14 August 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Intelligence Production Course  
No. 3-68, 3 June - 2 August 1968

OVERVIEW

1. This course has the objective of helping to prepare Career Trainees (CTs) for assignments under the Deputy Director for Intelligence (DDI). As in the past, the course was structured to provide:

- a. A detailed look at the major intelligence production, collection, and service components within the DDI and a less detailed, but nonetheless critical, look at other CIA and USIB offices which work closely with units of the DDI.
- b. An appreciation of the coordination functions, both intra- and inter-Agency, that bulk so large in the collection, production, dissemination, and utilization aspects of the intelligence business.
- c. Wide exposure to DDI personnel at all levels of responsibility from Office Director to research analyst.
- d. An appreciation of the importance of intelligence requirements -- particularly as reflected in much of the work of the service components (such as IRS, CRS, IAS, and NPIC) -- to intelligence production.

2. IPC No. 3-68 began with 25 CTs (including three women). Upon completion of the first six weeks of the course, two students were excused so they could return as full time employees in components where they had served interim assignments. All others completed the full nine weeks' program. The class performance was well above the "Proficient" (P) level on the WAPSO scale -- 19 of the 25 students graded received P+ or above. One CT, [REDACTED] in fact, received an "Outstanding" rating; and 9 other CTs were in the "Strong" category. At the same time, however, the class had three of the poorest performers in any recent IPC -- [REDACTED] received "Adequate" ratings.

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3. With the exception of the session with the Information Requirements Staff (IRS) -- which was given a very low rating in critiques prepared by the CTs -- the course was "normal." Two noticeable improvements over previous IPC's concerned the NPIC and CRS segments. The NPIC segment was completely revised and was well received by the CTs. With CRS, a program calling for early initial contact with CRS regional analysts was a positive benefit to all CTs doing substantive course research papers.

4. In addition to the need to improve the IRS portion of the program, the following are some areas which will be seriously considered for revision when planning the next IPC (IPC 1-69, 7 October - 6 December 1968):

- a. Course research papers. An attempt will be made to determine what part, if any, these papers played in the employment interviews for those CTs who took jobs in the major DDI production offices. Based on these findings, perhaps the whole segment may need restructuring.
- b. Office of Current Intelligence. Possibly this unit may be shortened by one to one and a half days if one of the writing exercises is eliminated.
- c. Office of Basic and Geographic Intelligence. As usual, OBGI fails to stimulate much positive reaction from the CTs; and the problem will have to be discussed with office representatives.

#### PROBLEMS

5. Once again the excessive size of the class (25) forced the division of the class into two sections for review and discussion periods. This makes for a lack of coherence and uneven presentations because we usually have no more than one faculty member who has extensive experience in each of the DDI offices. With two sections, some of the students will always suffer from lack of exposure to the most qualified IPF staff member.

6. For the first time in the experience of the Chief Instructor, the performances of several students was well below the level expected for IPC members -- [REDACTED] were rated in the "Adequate" (A) category on the WAPSO scale. [REDACTED] (an internal CT from [REDACTED])

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[REDACTED]

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7. [REDACTED] less fault can be found with [REDACTED] seems to have little to have recommended him for the CT program, let alone the IPC. He is unimaginative, uncommunicative, and short on skills. [REDACTED] on the other hand, may have the requisite skills and intelligence for a far better performance, but he showed no indication of willingness to display any such talents. [REDACTED] final paper was prepared in a most cavalier fashion, and his approach to most of the IPC program was one of disinterest. [REDACTED]

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[REDACTED]

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[REDACTED]

Chief Instructor, IPC

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[REDACTED]

Chief, Intelligence School

Distribution:

Orig - Adse (with 2 atts); Return to IS  
2 - Chief, P&M

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

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Course Report on Intelligence Production Course No. 3-68

FROM: [REDACTED] Chief  
Instructor

EXTENSION  
2452

NO.

DATE

14 August 1968

TO: (Officer designation, room number, and building)

DATE

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FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	Chief, IS 711 Glebe	13 Aug	MTB	
2.				
3.	Chief, P&M 807 Glebe		MPG	
4.				
5.				
6.	Chief, IS 711 Glebe DC/IS	29 Aug	MTB	
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